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Mobility

Report of the Secretary-General

Summary

The present report is submitted pursuant to General Assembly resolution 68/265 and is the second annual report on mobility. It provides an update on the progress made towards the implementation of the mobility and career development framework as at July 2015. It also contains additional data and information requested by the Assembly.

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I. Introduction

1. The General Assembly, in its resolution 68/265, approved the refined managed mobility and career development framework, subject to the provisions contained in the resolution. The Assembly also requested annual reports on mobility, the first and second of which were to include data and information as outlined in the resolution.

2. The first annual report on mobility (A/69/190/Add.1), submitted to the General Assembly at its sixty-ninth session, contained information requested by the Assembly and an update on the preparations for the phased implementation of the framework covering the period from April to July 2014.

3. The framework will be launched in January 2016 and preparations for its implementation are continuing. The present report is the second annual report on mobility and provides an update on the progress made towards implementation as at July 2015. It also provides additional data and information requested by the General Assembly in resolution 68/265. It should be read in conjunction with the first annual report.

II. Update on staff mobility trends

4. As indicated in previous reports, the mobility and career development framework will apply to all internationally recruited staff[1] of the Secretariat in the Field Service and Professional and higher categories, up to and including the D-2 level, holding fixed-term, continuing and permanent appointments, except those on non-rotational positions.[2]

5. A non-rotational position is one that requires an advanced level of expertise, knowledge and qualifications in a technical field and with regard to which there is no comparable position at the same level in another organizational unit or at another duty station in the Secretariat. Following consultations between the Office of Human Resources Management and departments and offices, a provisional list of 109 non-rotational positions was drawn up (see A/69/190/Add.1, annex I).[3] To date, there have been no changes to the list, but, before the launch of the framework, each job network board will review and confirm the provisional list of non-rotational positions corresponding to its job network. For the political, peace and humanitarian network (POLNET), which will be the first network to launch, in January 2016, six non-rotational positions (4 P-5 and 2 P-4) have been identified to date. The POLNET job network board will review the list and, subject to the approval of the Assistant

[1] The framework applies to staff who have gone through a competitive process including review by a field or central review body and whose appointment is not limited to a specific department, office or mission.

[2] For the purposes of the present report, "positions" include both established posts and general temporary assistance positions.

[3] The framework will need to be more specifically targeted to the requirements of the language area (specifically those positions subject to a competitive language examination). The Department for General Assembly and Conference Management and the Office of Human Resources Management will form a working group to design those adjustments, which will be submitted to the General Assembly as part of its comprehensive review of mobility at its seventy-second session.

Secretary-General for Human Resources Management, make any necessary adjustments at its first meeting, which will be held in the last quarter of 2015.

6. The present section provides updated data and statistics on current mobility trends of those staff who will be subject to mobility. According to the 30 June 2014 data reflected in the report of the Secretary-General on the composition of the Secretariat: staff demographics (A/69/292), there are 14,197 Professional, Director and Field Service staff in the "mobility population".[4]

Distribution of the mobility population as at 30 June 2014

7. Table 1 shows the distribution of the mobility population by job network as at 30 June 2014.

Table 1
Distribution of mobility population by job network as at 30 June 2014

Job network	*Number of staff*	*Percentage of mobility population*
MAGNET	4 815	34
POLNET	2 839	20
ECONET	2 399	17
SAFENET	1 180	8
ITECNET	1 065	8
CONFERENCENET	995	7
INFONET	584	4
LEGALNET	274	2
Not applicable[a]	46	0
Total	**14 197**	**100**

Abbreviations: CONFERENCENET, conference services network; ECONET, economic and social development network; INFONET, public information and external relations network; ITECNET, information and communications network; LEGALNET, legal network; MAGNET, management and operations support network; POLNET, political, peace and security network; SAFENET, safety and security network.

[a] Other positions that are not associated with any job network.

8. It is recalled that, as reported to the General Assembly at its sixty-eighth session, the Office of Human Resources Management has, in close consultation with all stakeholders concerned, been engaged in efforts to reconfigure the existing eight

[4] The figure includes Professional, Director and Field Service staff members with fixed-term, continuing and permanent appointments. Staff administered by the United Nations Development Programme and staff of the International Criminal Tribunal for Rwanda, the International Tribunal for the Former Yugoslavia and the International Residual Mechanism for Criminal Tribunals are excluded. A staff member within five years of the mandatory age of separation will be exempted from geographic mobility, unless he or she specifically requests otherwise. A total of 2,473 staff members in the mobility population as at 30 June 2014 will be within five years of their current mandatory age of separation on 1 January 2016, when the framework will be launched for the first job network. In addition, staff members who have already made at least seven geographic moves of one year or longer (13 staff members in the mobility population as at 30 June 2014) will be able to choose whether to be geographically mobile.

job networks with a view to, among other things, facilitating functional mobility (A/68/358, para. 13).[5] The existing configuration was created by grouping together job families in the same departments or responsible for implementing the same mandates, with limited attention paid to the similarity of the functions of the jobs included. The new configuration, consisting of 47 existing and new job families grouped into nine networks (see annex I), is intended to achieve as much commonality as possible in terms of the skills, abilities and knowledge required to perform the jobs in a particular network so as to maximize the opportunities for mobility among those jobs. The new configuration has been approved by senior management and will be introduced across the global Secretariat in the last quarter of 2015, before the launch of the mobility and career development framework.[6]

9. Figure I shows the distribution of staff in the mobility population as at 30 June 2014, by gender, across duty stations in the hardship categories in the Secretariat.[7] As indicated in the first annual report, staff members tend to remain in the same category of duty station for extended periods. This holds true for both men and women and can be especially problematic for staff in the most difficult categories of duty station (D and E), which are almost all non-family and where the living conditions are particularly challenging (A/69/190/Add.1, para. 8). Table 2 shows updated data on the proportion of staff in the mobility population as at 30 June 2014 who have spent more than five years in duty stations in the D or E category.

[5] Functional mobility has been defined as a movement between two positions in different job families with continuous service of at least one year in each position (see A/67/324/Add.1).

[6] The data herein are based on the current job network configuration, given that at the time of reporting the new configuration had not yet gone into effect.

[7] The International Civil Service Commission has placed all duty stations in one of six categories: H, A, B, C, D and E. H duty stations are headquarters and similarly designated locations at which the United Nations has no development or humanitarian assistance programmes, or locations in States members of the European Union. A to E duty stations are field duty stations. Duty stations are categorized on a scale of difficulty from A to E, with A being the least difficult.

Figure I
Distribution of the mobility population as at 30 June 2014 by duty station category and gender

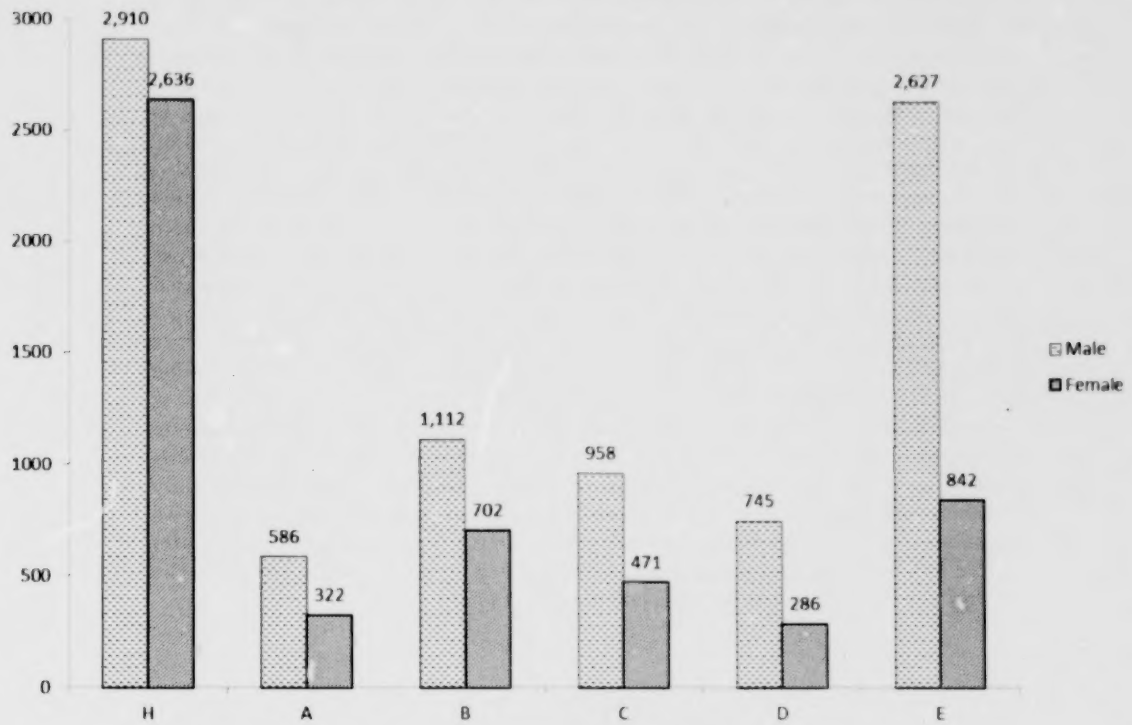


Table 2
Proportion of staff in the mobility population as at 30 June 2014 who have spent more than five years in duty stations in the D or E category

	Mobility population as at 30 June 2014		*Number of staff at D or E duty stations*[a]		*Number of staff who have spent five years or more at D or E duty stations*		*Percentage of staff at D or E duty stations who have spent five years or more at D or E duty stations*	
Category	*Men*	*Women*	*Men*	*Women*	*Men*	*Women*	*Men*	*Women*
Director	466	193	61	23	25	8	41	35
Professional	5 617	3 966	940	315	505	175	54	56
Field Service	2 855	1 100	1 640	532	945	320	58	60
Total	**8 938**	**5 259**	**2 641**	**870**	**1 475**	**503**	**56**	**58**

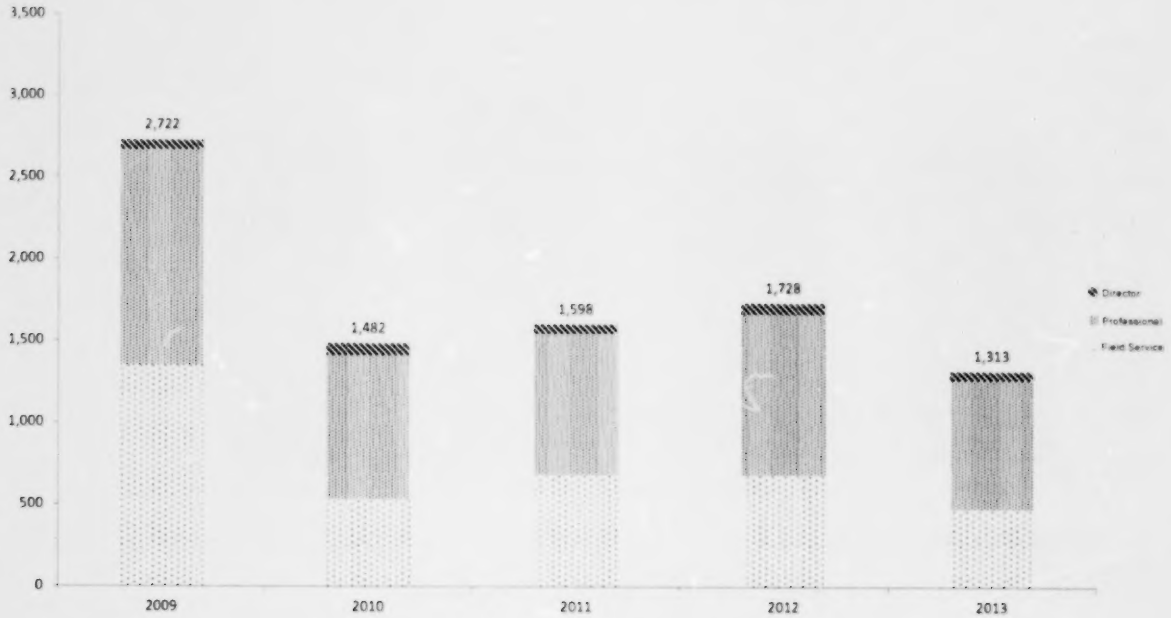
[a] Only staff with five years of continuous service in the Secretariat with no separations were considered. Staff on temporary contracts, in tribunals or administered by the United Nations Development Programme are excluded.

Duty station move data

10. In accordance with General Assembly resolution 67/255, mobility is defined as a change in position, which can include one or more of the following: a change in role, function, department or duty station, or a move to or from an agency, fund or programme. As noted in previous reports, however, the Integrated Management Information System does not contain information on staff roles or functions, meaning that baseline data for changes of position that do not involve a change in duty station are not currently available. Figure II shows the number of duty station moves of one year or longer for the period 2009-2013. A duty station move of one year or longer (hereinafter "duty station move") is recorded during the year in which the move is initiated and is considered a duty station move once it has been confirmed that the staff member has remained at that duty station after a full year has elapsed (or has a contract that expires after a full year's service has been completed at that duty station). For example, the 2013 duty station moves show all the moves that were initiated during the 2013 calendar year and with regard to which it has been confirmed in 2014 that the staff member has remained at the same duty station for one year or longer. The data regarding moves in 2014 will be available in November 2015 once the data systems are able to confirm that the staff in question are expected to remain at their new duty station until the end of 2015, thereby completing a full year there. During each of the past five years, internationally recruited staff have made an average of 1,769 duty station moves. Figure III shows the number of duty station moves of one year or longer for the period 2010-2013 for staff in POLNET, the first job network to be launched in January 2016. Moves by job network for the other networks are available upon request.

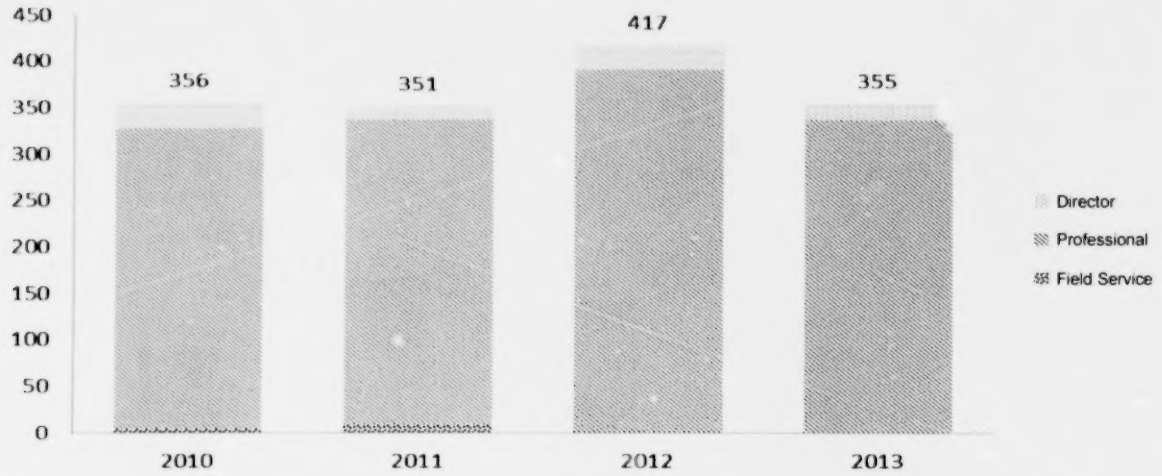
Figure II

Number of duty station moves of one year or longer by Director, Professional and Field Service staff, 2009-2013[a]



[a] The 2009 figure is unusually high because changes in the security situation and/or the restructuring of field missions led to the significant relocation of staff within the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, the United Nations Mission in the Sudan, the African Union-United Nations Hybrid Operation in Darfur, the United Nations Assistance Mission for Iraq and the United Nations Mission in the Central African Republic and Chad.

Figure III
Number of duty station moves of one year or longer by Director, Professional and Field Service staff in POLNET, 2010-2013[a,b]



[a] The 2012 figure is high owing to the start-up of the United Nations Mission in South Sudan and the United Nations Support Mission in Libya.
[b] Data on duty station moves by job network are available only from 2010 onwards.

11. The duty station move data contained in the first annual report illustrated that duty station movement tended to occur within the same duty station category (A/69/190/Add.1, paras. 7-8). An analysis of the updated data shows that that trend continues: 44 per cent of the Professional, Director and Field Service staff at H duty stations who made a duty station move between 2009 and 2013 moved to another H duty station; only 9 per cent moved from an H to an E duty station.[8] In addition, 55 per cent of staff moving from an E duty station moved to another E duty station.[9] Those figures, combined with the data in table 2 on the number of staff who have been "stuck" in hardship locations for more than five years, serve to confirm the need to improve opportunities for sharing the burden of service in difficult duty stations, which is one of the main objectives of the mobility and career development framework.

[8] 11 per cent of staff at H duty stations moved to A duty stations, 16 per cent to B duty stations, 12 per cent to C duty stations and 7 per cent to D duty stations.
[9] 5 per cent of staff at E duty stations moved to H duty stations, 8 per cent to A duty stations, 11 per cent to B duty stations, 10 per cent to C duty stations and 10 per cent to D duty stations.

III. Additional data on costs and external recruitment

12. The present section includes updated data on the direct and indirect costs of moves, as well as on the number of positions open to external candidates and the number of such candidates appointed. Vacancy rates by job network are not available at this stage because position data in the Integrated Management Information System do not include job network information.

Direct and indirect costs of moves

13. As indicated in paragraph 11 of the first annual report, direct costs of mobility arise only when staff change duty stations. Such costs include recurrent costs and one-time costs. The recurrent costs include the non-removal element and the mobility allowance (for a staff member making his or her second move). The one-time costs include relocation grant, assignment grant and travel costs. The actual level of payment varies depending on such factors as the category and level of the staff member, the size of his or her family, the category and designation of the duty station to which he or she is moving, the duration of the assignment and the number of previous assignments that he or she has undertaken. It is therefore to be expected that costs will fluctuate from year to year.

14. That expenditure is recorded under common staff costs, together with expenditure associated with the recruitment of new staff, which causes difficulties in disaggregating the mobility-specific expenditure in the Secretariat's current data systems.

15. To provide information on the direct costs of duty station moves, the Secretariat has analysed duty station moves made in the calendar years 2011, 2012 and 2013 and the associated payments[10] to derive average direct costs per person per move. Information on average direct costs for 2011 and 2012 is provided in paragraphs 13 to 19 of the first annual report (A/69/190/Add.1). The present report provides additional data for 2013, when 1,313 duty station moves were made by internationally recruited staff (see para. 10 above), and a summary of the average direct costs for the period 2011-2012 and for the year 2013 (see table 3).

Recurrent costs for 2013 moves

16. The Secretariat analysed payroll data to identify recurrent cost payments made to staff members who moved in 2013. In that year, payments were made to 1,254 staff members.[11] It should be noted that, owing to the eligibility rules of the mobility allowance, which require that staff members have at least five years of prior consecutive service, some staff will not begin to receive the allowance resulting from a 2013 move until a future year.

17. The payments to those 1,254 staff members totalled $11,330,226, of which $2.1 million was paid to staff members who made a duty station move between

[10] Data for 2014-2015 are not currently available because the cost analysis depends on finalization of the duty station move data (which are based on a calendar year). The Secretariat is validating the duty station move data for 2014 and will then conduct the cost analysis for 2014. The data will not be available until the end of 2015.

[11] A total of 1,313 individual staff members account for the 1,313 duty station moves made in 2013. A total of 354 staff members moved between non-field entities and 959 staff members moved to or from a field mission.

departments, offices away from Headquarters and regional commissions (i.e. non-field entities), while $9.2 million was paid to staff members who moved to or from field missions. The average recurrent costs paid out to each staff member were $9,035.

One-time costs for 2013 moves

18. Data were also consolidated from Integrated Management Information System travel ledgers for the total one-time costs associated with duty station moves between departments, offices away from Headquarters and regional commissions (i.e. non-field entities) made in 2013. In that year, 354 staff members made a duty station move between non-field entities; one-time costs were recorded in connection with 297 of them. A total of $12,992,169 was spent in connection with one-time costs for moves in 2013. The average one-time costs incurred for each of those 297 staff were $43,745.

19. The one-time costs for duty station moves to or from field missions are captured in a different manner in the SunSystems ledgers used in the field missions. Accordingly, another process was conducted to collect the one-time costs for the moves to and from field missions. At the time of reporting, data had been gathered from 32 field missions.[12] The total one-time costs incurred in 2013 for the 640 staff members who moved to and/or from those 32 missions were $11,204,142. The average one-time costs incurred for each of those staff members were $17,506.

Direct costs summary

20. On the basis of the data provided above, the direct costs associated with duty station moves in 2013 between departments, offices away from Headquarters and regional commissions total $15.07 million[13] and the field mission[14] costs total $20.45 million.[15] Given that some staff members who moved in 2013 were not paid the mobility allowance until after that period, and that it was not possible to identify all the one-time costs for the moves to or from field missions, however, not all costs are reflected in those figures.

21. Table 3 provides a comparison of the average direct costs for 2011-2012 and 2013, showing a decrease in the average one-time costs in 2013 compared with 2011-2012. An analysis of the cost data shows that the decrease is attributable to a reduction in the amounts paid to staff members in respect of assignment grant.

[12] It should be noted that in 2013 there was movement to or from 39 field missions. In the light of the fact that some have closed and the resource constraints and time limitations, it has not proved possible to obtain the information for all 39 field missions.

[13] Regular budget, extrabudgetary and support account.

[14] Peacekeeping and special political missions.

[15] Applying the average one-time cost ($17,506) for staff moving to or from a field mission duty station to the total staff members moving to or from a field mission (959) provides an indicative estimate of total direct cost of $41.11 million at a minimum.

Table 3
Comparison of average direct costs per person per move, 2011-2012 and 2013
(United States dollars)

	2011-2012	*2013*
Average one-time cost for staff who moved across departments or offices away from Headquarters	48 870 per year	43 745
Average one-time cost for staff who moved from or to field missions	24 292 per year	17 506
Average total recurrent cost for each staff member who moved	8 964 per year	9 035

Indirect costs

22. As indicated in paragraph 20 of the first annual report, the indirect costs of administering the mobility and career development framework are related primarily to the reconfiguration of the Inspira talent management tool to accommodate the new processes for the filling of vacancies and managed mobility, as well as to the establishment of network staffing teams that will provide the full range of administrative support for the framework.

23. For the reconfiguration of Inspira, existing resources have been redeployed to allow for the recruitment of additional application developers. For the network staffing teams, existing capacity will be redeployed from current structures. More detailed information on the proposed organizational structure of the teams is provided in paragraphs 58 and 59 below.

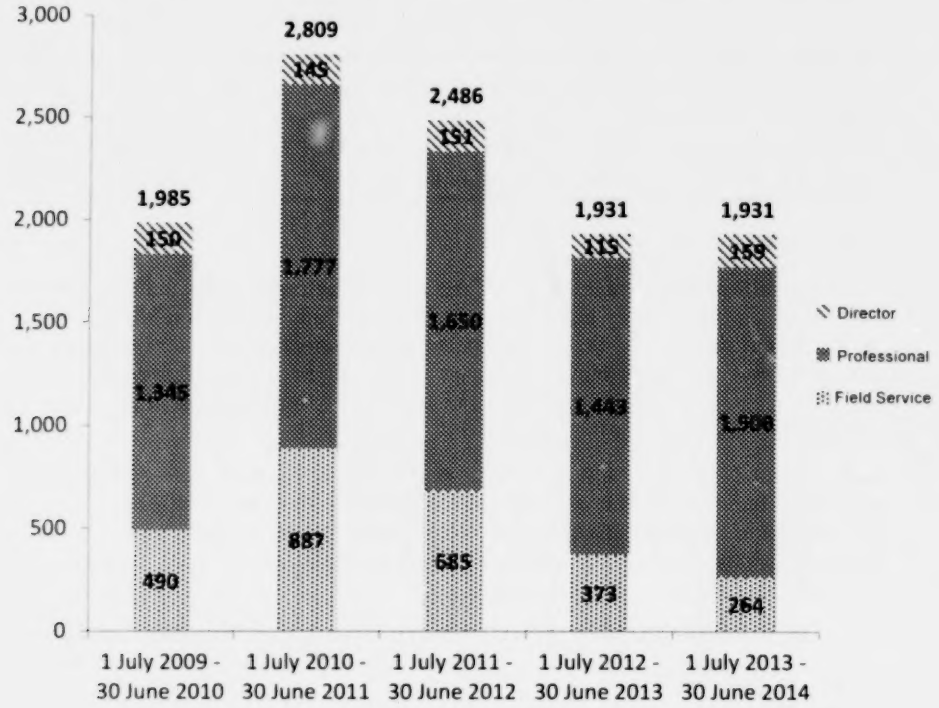
24. The mobility and career development framework may give rise to additional indirect costs in terms of the person-hours required from the members of the new staffing bodies. It is anticipated, however, that those costs will be more than offset by the time gained by hiring and programme managers, who, with the introduction of job network boards and network staffing teams, will be spending far less time on staffing-related tasks, thereby allowing them to devote more time to their substantive areas of work. No surge in additional technical or substantive training requirements is expected, given that, as is the case today, staff members will be selected for or moved laterally to only those positions for which they meet the requirements. Any new requirements relating to knowledge transfer and strengthened family support will be met from within existing capacity. Paragraphs 61 to 64 below provide further information on the latter activities.

Number of opportunities for selection

25. Figure IV provides details regarding the number of opportunities for selection available between 1 July 2009 and 30 June 2014. The overall number of opportunities available during that period was 11,142. The number of opportunities per year varied, ranging from 1,931 to 2,809.

26. Most opportunities — a total of 7,723, representing 69.3 per cent of the total number available — occurred in the Professional category, which is the largest category of staff in the mobility population. In the Field Service category, there were 2,699 opportunities, representing 24.2 per cent of the total number available. Lastly, the number of opportunities at the Director level was 720, representing 6.5 per cent of the total number available.

Figure IV
Number of opportunities for selection by staff category, 2009-2014

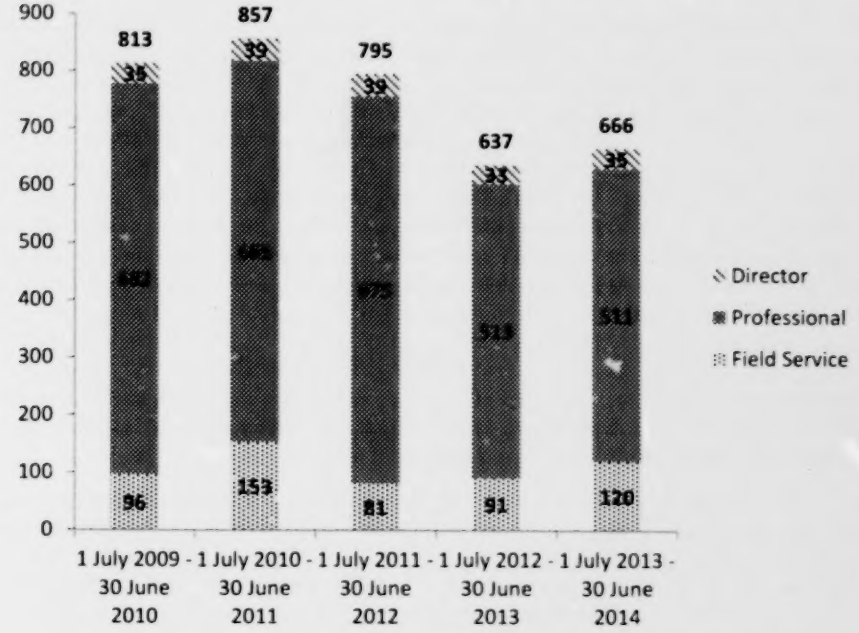


Note: Opportunities combine the number of position-specific job openings posted with the number of selections made from field rosters (i.e. situations in which no specific job opening was issued but a selection for a position at a field mission was made). Opportunities include all job openings posted, except those that were subsequently cancelled.

Number of external appointments

27. Figure V shows the number of external appointments during the period from 1 July 2009 to 30 June 2014. The overall number of external appointments was 3,768, ranging from 637 to 857 annually. The proportion of external appointments compared with the proportion of all job opportunities for selection ranged from 30 to 40 per cent. The highest number of external appointments was in the Professional category (3,046); there were 541 external appointments in the Field Service category and 181 at the Director level.

Figure V
Number of external appointments, 2009-2014



Note: External appointments are all those recorded as "initial appointments" in the Integrated Management Information System for one year or longer.

IV. Staffing process under the framework

28. The present section provides updated information on the staffing process under the mobility and career development framework. The process was outlined in some detail in the first annual report (A/69/190/Add.1, paras. 25-58); the present section highlights the refinements made during the reporting period and provides additional information on issues of interest to the General Assembly, in particular the application of the limit on the number of geographic moves and the functioning of the special constraints panel.

29. The mobility and career development framework is, in essence, a new staff selection system for the Organization. It will be introduced in a phased manner, by job network, beginning with POLNET in January 2016. All staffing activities for job networks that have not yet been launched will continue to be governed by the current staff selection system (ST/AI/2010/3, as amended and/or revised). Staffing activities for networks that have been launched will be managed through semi-annual staffing exercises consisting of two parts, as follows:

(a) Filling of vacancies: existing and anticipated vacant positions will be advertised and open to applications from internal and external candidates;

(b) Managed mobility: an internal process for the lateral movement of staff, in which serving staff members will express interest in encumbered positions. Staff

participating in the process will be those who have either reached their maximum position occupancy limit or reached their minimum position occupancy limit and choose to opt in.

30. The General Assembly requested the Secretary-General to ensure that managed mobility would not have a negative effect on mandate implementation under the peace and security, development and human rights pillars of the United Nations (see resolution 68/265, para. 9). To that end, the framework provides that vacancies arising from surge, start-up or humanitarian emergency situations may be filled using any of the existing modalities, including through the posting of temporary job openings or position-specific job openings and the selection of candidates from the semi-annual staffing exercises or, for entities authorized to recruit from rosters, from rosters of pre-cleared candidates, offering one year fixed-term contracts as required. After that period, vacancies will become a part of the semi-annual staffing exercises. The foregoing will be evaluated in 2016 and 2017 to assess effectiveness in meeting surge, start-up and humanitarian emergency recruitment requirements while also fulfilling the objectives of the framework. Moreover, to preserve the ability of missions to deliver on their mandates, heads of mission will retain the authority to laterally reassign staff within the mission area during situations of surge, start-up or humanitarian emergency.

31. The framework will be supported by Inspira. The existing recruitment module in Inspira is being reconfigured to accommodate the new roles and workflows for the management of job openings for vacant positions, and an entirely new module is being developed to manage the process of moving staff members laterally under managed mobility. A more streamlined approach for the evaluation of applicants' eligibility and suitability will also be introduced.

Filling of vacancies

32. Paragraphs 27 to 31 and figure V of the first annual report outline the process for the filling of vacant positions under the framework. During the reporting period, a new staffing timeline has been developed and some elements of the process have been further refined.

33. With regard to the staffing timeline, it is anticipated that it will take in the region of 180 calendar days, from the initiation of a job opening to the date of selection and including the 60-day advertisement period, to fill vacant positions under the framework. This represents a substantial improvement over the 2013 average of 273 calendar days (213 calendar days for the steps in the timeline, as indicated in A/69/190, table 3, plus the 60-day advertisement period).[16] As noted in the previous overview report of the Secretary-General on human resources management, analysis using the human resources management scorecard has revealed that one of the steps causing delays in the recruitment process is the evaluation and recommendation of candidates. With the number of applicants on the rise, hiring managers are now spending a significant period manually reviewing all eligible applicants, up to 800 for some job families, conducting interviews and, where applicable, administering and

[16] The figures for 2013 represent a global average of the time taken to fill vacant positions across the Secretariat. It should be noted, however, that vacancies in peacekeeping operations and special political missions can be filled more swiftly because, under the current staff selection system, they are usually advertised for 30 days or, exceptionally, 15 days to meet immediate operational requirements.

marking written tests. Inconsistencies in the basis for job openings, including generic job profiles and job descriptions, as well as inconsistent screening questions, are also cited as inconsistencies as reasons for delays in the processing of job openings in Inspira (ibid., paras. 39 and 44).

34. The process for the filling of vacancies under the mobility and career development framework is intended to resolve those issues by:

(a) Conferring responsibility for evaluating and recommending applicants to dedicated network staffing teams and job network boards, respectively, thereby improving the efficiency and timeliness of the process through economies of scale;

(b) Increasing the proportion of job openings created using generic and/or standardized job descriptions;

(c) Facilitating the evaluation of suitability and eligibility by replacing the current screening questions used at the application stage with more detailed screening questionnaires consisting of both closed and open-ended questions that will allow applicants to explain how they gained or applied a given skill or body of knowledge.

35. In addition, as indicated in paragraph 29 of the first annual report of the Secretary-General on mobility, the process for the filling of vacancies under the framework will include a new, centralized assessment process, which will allow the Organization to standardize and professionalize a process that, until now, has been managed by individual hiring managers and resulted in inconsistent practices, unequal standards and inefficiencies. The new process will consist of a written assessment and an interview. The written assessment portion will be standardized for particular job profiles and, depending on the level of the position, may comprise an automated portion and an essay-type portion. Candidates who pass the written assessment may be invited to an interview aimed at assessing how they meet the requirements of a particular position. The interview process will be coordinated by the network staffing teams.

36. The above-mentioned innovations and refinements are expected to reduce the time taken to evaluate and recommend candidates from the current average of 134 days to around 55 days. The economies of scale and efficiencies created by the advertisement of vacancies in batches, rather than individually, and the centrally managed recruitment process should also allow for reductions in the time taken to complete other steps in the current staffing timeline, including endorsement by a central review body, which should take 7 days under the framework, compared with 16 in 2013.

37. To fully reap the benefits of the streamlined recruitment process under the framework and to make further progress towards achieving the 120-day target for recruitment set by the General Assembly, it is proposed that the advertising time for vacancies posted as part of the semi-annual staffing exercises be reduced from 60 to 30 days. That would mean that it would take around 150 days, including the 30-day advertising time, to fill vacancies under the framework. In the view of the Secretary-General, given that the posting cycle for vacancies in a given job network will be predictable and regular, potential applicants will not be disadvantaged by the reduction in the advertising time because they will know ahead of time when positions of interest to them will be posted and when assessments will be given and can therefore plan their application process in advance. The dates of upcoming

semi-annual staffing exercises will be communicated to potential applicants as part of outreach efforts and clearly indicated on the United Nations careers portal. The advertising time for vacancies in job networks not yet launched under the framework will remain at 60 days.

38. The new process for the filling of vacancies will continue to ensure that internal and external applicants are given equal consideration. Equal treatment will be assured throughout the various stages of the recruitment process, including the application, screening, assessment and interview stages, as well as during the recommendation of suitable candidates. In particular, the predictable and regular nature of the semi-annual staffing exercise is expected to provide all applicants with equal opportunities to compete for positions because they will know ahead of time when job openings will be advertised and when assessments will be given. The centralized assessment process will also guarantee that all applicants for similar job profiles will be evaluated in a standardized manner. In addition, because selection recommendations will be made by boards rather than by individual hiring managers, the needs of the Organization as a whole, and not just those of the department or office in question, will now also be taken into consideration.

39. A global central review board (formerly the "global central review body") and a senior review board will be responsible for confirming that the integrity of the process of identifying suitable candidates to fill vacancies under the staffing system was upheld, that the candidates were evaluated on the basis of the pre-approved evaluation criteria specified in the job opening and that the applicable procedures were followed.

Managed mobility

40. Paragraphs 32 to 34 and figure VI of the first annual report outline the process for managed mobility (i.e. lateral moves of serving staff among encumbered positions). The following paragraphs provide more detailed information on various aspects of managed mobility, including the application process and the criteria for matching staff members in the compendium to available positions, as well as a description of the process for the submission and review of special constraints requests.

41. As indicated above, managed mobility will apply to eligible staff members in job networks that have gone live who have reached or exceeded their maximum position occupancy limit[17] and to staff members who have reached their minimum position occupancy limit[18] and who choose to opt in. The former will be automatically included in the compendium of available positions, except during the first year of implementation of each job network when participation in managed mobility will be on an opt-in only basis.

42. Staff members who have been automatically included in the compendium or have opted in will review the positions available at their grade and express interest in those for which they consider themselves suitable, ranking the positions that they have selected in order of preference. Staff members will be able to express interest

[17] The maximum position occupancy limit is seven years for staff serving at H and A duty stations, four years at B and C duty stations and three years at D and E duty stations.

[18] The minimum position occupancy limit is one year for staff serving at D and E duty stations and two years for staff serving elsewhere.

in a minimum of three positions in the compendium and must select one position at a duty station other than their current duty station (provided that the compendium includes such a position). The application package will also include a personal history profile and a self-assessment careers form, the purpose of which is two-fold: first, to encourage staff members to reflect on their career aspirations, in particular their desire to make a geographic move; and second, to provide the job network boards with additional information on staff members' motivations and goals that can be used to inform lateral move recommendations. In addition, staff members will be required to attach their two most recent performance appraisals to their application and may have to answer screening questions.

43. As previously noted, because applicants will be serving staff members who have already gone through a review body process, it will not be necessary to conduct assessments as part of the managed mobility exercise (see A/69/190/Add.1, para. 34). All applicants will, however, be subject to a robust eligibility and suitability evaluation, which will be carried out by subject matter experts embedded in the network staffing teams (see para. 58 below). A list of suitable candidates for each of the positions in the compendium will then be transmitted to the managers of the positions, who will have the opportunity to provide their input on how the candidates meet the requirements set out in the job profiles.

44. Subsequently, on the basis of the preferences expressed by staff members and the input of managers, the network staffing teams will draw up a list of preliminary matches for each position in the compendium and submit the list to the associated job network boards, for positions in the Professional and Field Service categories, or the senior review board, for Director-level positions. The boards will review the preliminary matches and, guided by the strategic needs of the particular network and the relevant organizational priorities,[19] as well as staff members' previous mobility records and, where applicable, their career aspirations, will make preliminary lateral move recommendations.

45. At that stage in the process, staff members who have been recommended to move to a position in which they did not express an interest will be contacted to ascertain their ability to take up the position in question. Those who feel that they are unable to move may then submit a request to the special constraints panel. The various categories of special constraints request and the procedures for submission are as follows:

(a) Medical reasons: staff members who have been recommended to move to a position for which they did not apply and which requires a geographic move will be required to submit directly to the Medical Services Division objective medical evidence and documentation, either for themselves or for their recognized dependants, detailing the medical condition and the level and kind of medical care required to treat it. The Division will review requests on a case-by-case basis and provide its findings to the special constraints panel, indicating whether a staff

[19] The organizational priorities are as follows:

(a) Moving staff members in non-family duty stations to family duty stations;

(b) Moving staff members between duty stations to satisfy career development requirements;

(c) Moving applicants among departments or offices at the same duty station;

(d) Giving due regard to gender, geographical status, representation of troop- and police-contributing countries and the additional factors contained in ST/AI/2010/3, paragraph 9.3 (A/68/358, para. 24).

member is medically cleared for the location and role, not cleared or cleared subject to medical restrictions or accommodations. For medical reasons relating to recognized dependants, the Division will provide the panel with advice as to the implications of a move for the dependant's medical condition. The findings of the Division will be guided by the availability of medical facilities at the duty station to which the staff member is to be moved;

(b) Compelling personal circumstances: staff members who have been recommended to move to a position for which they did not apply and which requires a geographic move will be required to provide sufficient proof that supports their assertion that a change in duty station would create undue hardship. In some cases, such proof could include legal documentation issued by a competent authority demonstrating the staff member's legal obligation and how a move by the staff member would violate his or her legal obligation under the laws of his or her current duty station;

(c) Matters in the interest of the Organization: the request must be submitted jointly by a manager and a staff member and endorsed by the head of department or office. The request should include a reasoned and documented account of how a change in position of the staff member would have an adverse impact on the successful implementation of a project. In addition, the request should indicate what steps have been taken by the department or office to develop the capacity necessary to take over from the staff member should he or she eventually be moved.

46. The findings of the special constraints panel will be taken into consideration by the job network boards and the senior review board when making their final lateral move recommendations to the Assistant Secretary-General for Human Resources Management or the Secretary-General, respectively.

Workforce planning approach under the framework

47. To ensure that the recommendations for selection and lateral movement made by the job network boards and the senior review board meet the strategic needs of the relevant job network and satisfy the human resources and other priorities set by the Organization as a whole, a workforce planning approach is being developed that is specifically tailored to the framework. The network staffing teams will be supported by a dedicated workforce planning component, which will work in close cooperation with departments and offices. Workforce planning activities will address both the immediate situation in a given job network during a vacancy or managed mobility exercise and the forecasted future situation. The future forecast is critical because it will allow for a better understanding of the projected mobility population of a job network in forthcoming semi-annual staffing exercises.

48. The workforce planning approach will focus on talent demand and supply, as well as on gap analysis. It will consider the various aspects of demand planning within a particular job network by identifying the skills, knowledge and abilities needed for particular roles at a particular point in time. A gap analysis will then be undertaken to identify and monitor trends that may influence selection and lateral move decisions. The analysis will be used to better target outreach (for external applicants to fill vacancies) and in reach (for internal staff members to fill vacancies and to participate in managed mobility) activities. It will also be used to make decisions about the types of training, learning and development tools that may be required to help to prepare staff to move to new roles. Lastly, in job networks in

which particular profiles prove difficult to find, the analysis will allow the Organization to make more informed decisions about the possible use of non-staff resources.

49. The workforce planning data analysis, along with performance indicators relating to the organizational priorities (see footnote 19 above) captured through the scorecard and any other relevant information on human resources issues, will be submitted to the job network boards and the senior review board and will facilitate and guide their deliberations on selections for vacant positions and lateral movements under managed mobility. At the beginning of each semi-annual staffing exercise, the boards will meet to take stock of progress made and recommend any necessary adjustments.

Limit on the number of geographic moves

50. In paragraph 8 of its resolution 68/265, the General Assembly decided that the number of geographic moves for the job networks in 2016 and 2017 must be no greater than the average number of geographic moves in those networks in 2014 and 2015. To implement the Assembly's decision, it will first be necessary to calculate the number of geographic moves for 2014 in POLNET, which will go live in 2016. For the purposes of this calculation, it is understood that the number of geographic moves will be equal to the number of duty station moves of a year or longer that entail a change of country. As indicated in paragraph 10 above, data on the number of duty station moves for 2014 will not be available until November 2015. It should be noted that geographic moves can be made either by being selected for a vacancy (excluding initial appointments) or by being moved to another position under managed mobility.

51. Once the geographic move "envelope" for POLNET for 2016 has been established, it will be split into two "sub-envelopes", one for each semi-annual exercise, to ensure that the opportunity to make a geographic move will be equally available to staff participating in each exercise. It is anticipated that the size of the sub-envelope for each exercise will be proportional to the projected maximum number of geographic moves that could be made during the exercise. It should be possible to estimate the maximum number of geographic moves that could result from selections and lateral movements during a given cycle once the vacancy and managed mobility compendiums for a given exercise have been published. If that number is less than the sub-envelope for that cycle, no further action will be needed. If, however, the number is greater than the sub-envelope, the relevant job network board and the senior review board will be informed that their selection and lateral move recommendations may not exceed the level of the sub-envelope. The boards will then accord priority to those geographic moves that contribute to sharing the burden and to the attainment of the organizational and human resources priorities agreed upon at the beginning of the cycle. Due regard will also be given to recommending moves that contribute to improving vacancy rates in particular locations.

V. Roles and functions of the new staffing bodies and structures under the framework

52. The new staffing system will allow for a more structured approach to the strategic deployment of staff members through a centralized administrative and decision-making process. The roles and functions of the new staffing bodies and structures involved in that process, and in particular the relevant terms of reference, are set out in paragraphs 36 to 57 of the first annual report (A/69/190/Add.1). The present section is focused on refinements to the terms of reference made during the reporting period and also includes information on accountability and reporting lines, as well as an indicative organizational structure for the POLNET network staffing team. No additional information on the global central review board is provided, given that the terms of reference set out in paragraphs 56 and 57 of the first annual report remain unchanged.

Job network boards and senior review board

53. The job network boards and the senior review board are standing advisory bodies responsible for making selection and lateral move recommendations concerning positions in the Professional and Field Service categories and at the Director level, respectively. Each job network will have one job network board, composed of members at the P-5 level or higher from the various departments and offices that make up the job network. Each board will also include a focal point for women from a department covered by the job network, in an ex officio and non-voting capacity; a representative of staff designated by the staff unions of the Secretariat, in an observer capacity; and a senior human resources representative, in an ex officio and non-voting capacity. The size of the boards will vary depending on the number of staff in the associated job network. There will be a single senior review board covering all job networks, composed of a Chair and 18 members at the D-2, Assistant Secretary-General and Under-Secretary-General levels. The boards are expected to meet, virtually or in person, at least twice during each semi-annual staffing exercise for up to five working days per session.

54. When making their recommendations, the boards will play a strategic role in ensuring the consistent application of organizational and other human resources management priorities, including gender, geographic representation targets and the representation status of troop- and police-contributing countries, and will also give due regard to other workforce planning considerations. To that end, they will be provided with a package of relevant information on which to base their deliberations, including but not necessarily limited to staff members' mobility records, information on career aspirations (for the managed mobility exercise) and an analysis of relevant scorecard indicators (see also paras. 47-49 above).

55. To ensure accountability in the application of the new staffing system, the members of a job network board will be accountable to the Assistant Secretary-General for Human Resources Management for the manner in which recommendations for selections to fill vacancies and for the movement of staff members under managed mobility are made, taking account of the strategic staffing needs of a department or office and the human resources and organizational priorities, including with regard to geography, gender and burden-sharing. The senior review board will be accountable directly to the Secretary-General.

Special constraints panel

56. A special constraints panel will be established to review requests of staff members in the Professional and higher categories, up to and including the D-2 level, and in the Field Service category who are unable to accept a proposed move to a position in which they did not express interest (see paras. 45 and 46 above). It will be composed of a member from each job network, sitting in his or her individual capacity; a legal official and a human resources official from the Office of Human Resources Management, both in an ex officio capacity; and a staff representative designated by the staff unions of the Secretariat, in an observer capacity. The panel is expected to meet, either virtually or in person, once during each semi-annual staffing exercise for up to five working days.

57. To streamline and expedite the process of making lateral move recommendations under managed mobility, the panel will provide its findings directly to the job network boards and the senior review board, as appropriate, rather than first submitting them to the Assistant Secretary-General for Human Resources Management for approval, as originally envisaged. The panel will be accountable to the Assistant Secretary-General for ensuring that its findings uphold the Organization's duty of care to its staff as it relates to the matters set out in the requests submitted to it.

Network staffing teams

58. Under the framework, all substantive administrative support for the semi-annual staffing exercises will be centralized and provided by dedicated full-time network staffing teams embedded in the Office of Human Resources Management and reporting to the Director of the Strategic Planning and Staffing Division. They will be composed of network staffing officers in the Professional category, some with expertise in staffing and some with direct experience with the substantive work of the associated job network ("subject matter experts"). The latter will take the lead in assessing the eligibility and suitability of applicants for job openings and managed mobility, liaising where necessary with the relevant departments, offices and field missions. The teams will also include the requisite number of support staff in the General Service category.

59. As indicated in paragraph 23 above, the teams will be formed by redeploying existing resources. Their size will vary based on the size of the mobility population of the associated job network. The first team to be established will support POLNET. As part of the preparations for the implementation of the framework, the Office of Human Resources Management conducted a workload analysis of current human resources capacity across the global Secretariat. On the basis of the data collected, it is estimated that 26 positions will be required for the POLNET team. The proposed organizational structure for the team is set out in annex II to the present report. The Office is currently consulting the departments, offices and field missions with positions in POLNET to define the roles, responsibilities and profiles of the various team members and to identify existing resources that they could make available.

VI. Enabling factors to support mobility

Transitional measures

60. Information on the transitional measures agreed upon by the Staff-Management Committee to assist serving staff in making the transition from the current staff selection system to the mobility and career development framework is contained in paragraphs 61 and 62 of the first annual report (A/69/190/Add.1). During the reporting period, those measures have been further refined as follows:

(a) The provisions of the current staff selection system (ST/AI/2010/3, as amended and/or revised) will continue to apply to the selection of candidates to fill vacant positions in the job networks that have not yet become operational and also to job openings in the job networks that have become operational that were advertised before the effective date of the transition of the job network into the new staffing system;

(b) The eligibility requirements for promotions in the Professional and higher categories, up to and including the P-5 level, defined in the current staff selection system (ST/AI/2010/3, as amended and/or revised) will continue to apply until 31 December 2020 to staff members who joined the Organization on or before 30 April 2014. As from 1 January 2021, all staff members will be required to satisfy the geographical move requirement for promotion to the P-5 level;

(c) Currently rostered candidates will retain their roster status for seven years from the first day of the month in which their job network becomes operational under the framework. Unless decided otherwise, future rosters will be valid for a maximum of seven years.

Enhanced support for staff and families moving geographically

61. As requested by the General Assembly in paragraph 15 of its resolution 68/265, the Secretary-General continues to explore ways of assisting the spouses and children of staff members in resolving issues arising from mobility requirements. The Office of Human Resources Management has invested considerable effort in developing tools to support staff members and their families when integrating into new duty stations and positions. In April 2015, comprehensive duty station and mission guides were made available to all staff through the online human resources portal. The guides contain information on the full range of topics of interest to staff members and their families as they consider other duty stations or prepare for a move, making the relocation process easier and more predictable. In addition, a relocation checklist has been placed on the portal, providing a step-by-step guide to the actions that staff and their families need to take as they relocate.

62. The Office of Human Resources Management is also finalizing a spousal employment guide containing information on available opportunities and on the rules governing spousal employment at duty stations. The Office has also recently launched a buddy system, a voluntary support mechanism through which the receiving office connects the incoming staff member and his or her family with a staff member who knows the duty station well and can assist informally with questions and issues relating to relocation.

Training and knowledge management

63. The Office of Human Resources Management has launched a global induction platform, an advanced online tool that provides a standardized yet tailored induction programme for each new or existing staff member undertaking a geographic or functional move. The platform ensures that all staff members receive a consistent and high-quality induction with standardized training materials and also provides a uniform organizational message. In addition, the Office has created templates for handover and end-of-assignment reports to ensure that knowledge is transferred routinely and consistently. The templates will be made available to relevant staff members as part of their exit procedure.

64. The Office of Human Resources Management has also developed various tools to address concerns that the more frequent movement of staff among positions will lead to a loss of institutional memory and disrupt business continuity. For example, a career area, housed on the human resources portal, points staff members to the full range of learning and career support services available. The pages include sections on career paths in the Organization, career development opportunities and relocation advice. As each job network goes live, the pages will be enhanced with additional information on specific learning activities for various positions, allowing staff members to identify with even greater accuracy the types of training and learning that they should undertake to support their career aspirations.

VII. Implementation of the framework

65. As agreed by the General Assembly, the framework will be implemented in a phased manner by job network, with one network going live in 2016, a second network going live in 2017 and two networks going live each year thereafter. As previously indicated, POLNET will be the first to launch, in 2016, followed by the other eight networks in a sequence to be determined.

66. During the reporting period, the detailed workflows for the new staffing processes under the framework were finalized, the requisite policy documents (Secretary-General's bulletins and a new administrative instruction on the staff selection system) drafted and sent for consultation in accordance with established procedures and the design phase for the reconfiguration of Inspira completed. The core POLNET network staffing team, the POLNET job network board, the senior review board and the special constraints panel will be established in the last quarter of 2015. The first managed mobility exercise for POLNET staff will begin in January 2016, while the first job openings exercise for the network will begin in April 2016 with the publication of the vacancy compendium. Staff are expected to move or be onboarded in August 2016 and October 2016, respectively. It has been decided to stagger the two parts of the first semi-annual staffing exercise to spread out the workload and facilitate a smooth transition to the new framework. Both parts of the second semi-annual staffing exercise are expected to begin in July 2016.

67. Throughout the reporting period, the global steering committee referred to in paragraph 69 of the first annual report, the working-level technical advisory group and a dedicated working group of the Staff-Management Committee on mobility have been meeting regularly to provide oversight and/or feedback on all aspects of the framework and its implementation. The mechanisms bring together representatives of Headquarters, field missions, regional commissions and offices

away from Headquarters, thereby ensuring that the diverse needs of the global Secretariat are taken into account.

VIII. Action to be taken by the General Assembly

68. **The General Assembly is requested to take note of the present report and to approve the proposal, outlined in paragraph 37 above, to reduce from 60 to 30 days the advertising time for vacancies under the mobility and career development framework.**

Annex I

New job network configuration

DEVNET	INFONET	ITECNET	LEGALNET	LOGNET	MAGNET	POLNET	SAFETYNET	SCINET
• Drug control and crime prevention • Economic affairs • Environmental affairs • Programme management • Population affairs • Public administration • Social affairs • Statistics • Sustainable development	• Conference services • Documentation and information management • Language • Protocol • Public information	• Media technology • Telecommunication technology • Information management systems and technology	• Jurists • Legal affairs	• Engineering • Facilities management • Human settlements • Logistics and supply chain • Property and asset management • Transportation	• Administration • Audit • Ethics • Inspection and evaluation • Investigation • Finance • Human resources • Investment management • Management and analysis • Ombudsman • Procurement	• Civil affairs • Electoral affairs • Human rights affairs • Humanitarian affairs • Political affairs • Rule of law • Security institutions	• Security • Safety	• Medical • Natural and life sciences
9	5	3	2	6	11	7	2	2

Abbreviations: DEVNET, economic, social, and development network; INFONET, public information and conference management network; ITECNET, information and communications network; LEGALNET, legal network; LOGNET, logistics, transportation and supply chain network; MAGNET, management and operations support network; POLNET, political, peace and security network; SAFENET, safety and security network; SCINET, science network.

Annex II

Organizational structure for the network staffing team for POLNET